

**9/13/77 [1]**

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THE WHITE HOUSE  
WASHINGTON

September 13, 1977

ok -  
J.C.

MEMORANDUM FOR: THE PRESIDENT

FROM: TIM KRAFT TK

You are scheduled to appear at the DNC California fundraiser on Saturday, October 22. We would like to get your feeling about adding Friday, and several stops, to the itinerary on the way out.

A rough outline is as follows:

Actual visit to  
ghetto areas - for  
photos, etc -  
↓

FRIDAY, OCTOBER 21, 1977

Office hours till midday; depart for Detroit and participate in a CSA Regional Forum there, a public meeting focused on inner-city problems and the urban poor; following this, a 30-minute meeting with Detroit Suburban Mayors.

Evening -- address the Iowa Jefferson-Jackson Day Dinner, in Des Moines. This is one of a handful of states where state party fundraisers do help Congressional candidates, with a skilled use of computerized voter I.D. and GOTV. The Jefferson-Jackson Day Dinner was tremendously helpful to us in '75, and we have received numerous appeals from early supporters to attend this one.

Frank Moore thinks it would be a good stop to say something about the farm bill which he thinks will be passed by then; Jody strongly recommends this stop.

SATURDAY, OCTOBER 22, 1977

You have expressed an interest in touring the Strategic Air Command facilities in Omaha, Nebraska. We could do this in the morning, and be in Denver by noon.

Why Denver? To show recognition and express concern for the problems of the Rocky Mountain Community and to stress positive aspects of Administration farm and water policies. Also, to help Floyd Haskell who doesn't feel like he's had much help lately and will face a tough re-election fight.

2.

Cecil Andrus, Frank Moore and Ken Curtis strongly recommend such a stop. They participated in a DNC Western States strategy session last Saturday morning at the White House; they report that the Congressional representatives from the 9 states in attendance badly want a western states stop (not fulfilled by California). We do not have a set function at this time, but have discussed among ourselves a regional news conference or a substantive forum that Haskell, Lamm, and others (and other states) could sponsor.

Los Angeles -- the DNC fundraiser, and an immediate return, or RON, and fly back on Sunday.

The only commitment at this point is the Los Angeles dinner. You may want us to go back to the drawing board on other parts of the trip, but if you want to attend the Jefferson-Jackson Day Dinner in Iowa, it would help them and us to know what you think as soon as possible.

I have discussed this memorandum with Hamilton, Jody and Frank who concur with the above recommendations.



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DRAFT PRESIDENTIAL STATEMENT  
DEPARTMENT OF ENERGY ACTIVATION

I have just signed an executive order which will activate the Department of Energy on October 1.

Creation of this new Department fulfills a campaign pledge I made over a year ago. The Department of Energy will be in operation less than two months after I signed the enabling legislation, although that law allowed up to four months. ~~That~~ <sup>This</sup> new Department is the first major result of our efforts to reorganize the Federal bureaucracy to serve the American people more efficiently.

As we move into another winter season, we need to be able to deal with possible energy shortages in a unified way. Activation of the Department will do this by letting us combine many different individuals and organizations into a single unit.

Yesterday I submitted to the Senate <sup>my</sup> nominations for key positions in the Department of Energy, and I will soon ~~be~~ <sup>make</sup> ~~submitting~~ the remaining nominations.

Creation of the Department of Energy will give a clear direction and focus to America's energy future by providing the framework for carrying out a comprehensive, balanced

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE  
WASHINGTON

September 13, 1977

Mr. President --

This is the proposed statement for the activation of the Department of Energy ceremony at 2:00 p.m. today. If you will look over it, and make whatever changes you wish, we will retype it in speech type.

Rex



national energy policy. This will help the public and the private sectors as they work together to bring energy supply and demand back into balance -- both now and for the years ahead.

But simply creating a Department will not solve our energy problems. Those problems are still with us and will become much worse unless we act forthrightly to meet them.

This summer, gasoline demand rose to an all-time high, and oil imports during the first six months of the year reached record levels.

The rapid progress of national energy legislation reflects a determination on the part of the Congress and the Administration to end the years of delay in dealing with our energy problems.

There are difficult decisions yet to be made, and pressures from special interests will continue to be an obstacle; but I remain optimistic that a sound, workable energy policy for the U. S. will be a reality before the Congress goes home this year.

I wish Jim Schlesinger and all those who will be working with him the best of luck in the difficult job they

face. With the help and support of the American people, we can move together into a new era of energy security.

Secretary Schlesinger is here to brief you on the organizational structure of the new Department.

# # #

THE PRESIDENT HAS SEEN.

2

PRESIDENTIAL STATEMENT  
DEPARTMENT OF ENERGY ACTIVATION

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I HAVE JUST SIGNED AN EXECUTIVE ORDER WHICH WILL  
ACTIVATE THE DEPARTMENT OF ENERGY ON OCTOBER 1.

CREATION OF THIS NEW DEPARTMENT FULFILLS A  
CAMPAIGN PLEDGE I MADE OVER A YEAR AGO.

THE DEPARTMENT OF ENERGY WILL BE IN OPERATION LESS THAN  
TWO MONTHS AFTER I SIGNED THE ENABLING LEGISLATION,  
ALTHOUGH THAT LAW ALLOWED UP TO FOUR MONTHS.

THIS NEW DEPARTMENT IS THE FIRST MAJOR RESULT OF OUR  
EFFORTS TO REORGANIZE THE FEDERAL BUREAUCRACY TO SERVE  
THE AMERICAN PEOPLE MORE EFFICIENTLY.

AS WE MOVE INTO ANOTHER WINTER SEASON, WE NEED  
TO BE ABLE TO DEAL WITH POSSIBLE ENERGY SHORTAGES IN  
A UNIFIED WAY. ACTIVATION OF THE DEPARTMENT WILL  
DO THIS BY LETTING US COMBINE MANY DIFFERENT  
INDIVIDUALS AND ORGANIZATIONS INTO A SINGLE UNIT.

*Today,*  
~~YESTERDAY~~ I SUBMITTED TO THE SENATE NOMINATIONS  
FOR KEY POSITIONS IN THE DEPARTMENT OF ENERGY, AND  
I WILL SOON BE SUBMITTING THE REMAINING NOMINATIONS.

THE CREATION OF A DEPARTMENT OF ENERGY IS AN  
IMPORTANT STEP TOWARD DEALING WITH OUR ENERGY PROBLEMS.



IT WILL GIVE CLEAR DIRECTION AND FOCUS TO OUR ENERGY  
FUTURE BY PROVIDING THE FRAME-WORK FOR CARRYING OUT  
A COMPREHENSIVE, BALANCED NATIONAL ENERGY PLAN.

THIS WILL HELP THE PUBLIC AND PRIVATE SECTORS AS THEY  
WORK TOGETHER TO BRING ENERGY SUPPLY AND DEMAND BACK  
INTO BALANCE -- BOTH NOW AND FOR THE YEARS AHEAD.

BUT SIMPLY CREATING A DEPARTMENT WILL NOT SOLVE  
OUR ENERGY PROBLEMS. WE WILL NEVER DO THAT WITHOUT  
A CLEAR WILL, IN GOVERNMENT AND AMONG OUR PEOPLE,  
TO END WASTE, USE ENERGY MORE EFFICIENTLY, AND LOOK FOR  
PRACTICAL NEW SOURCES.

IT IS CRUCIAL THAT ALL OF US UNDERSTAND THE  
MAGNITUDE OF THE PROBLEM WE FACE.



THIS SUMMER, GASOLINE DEMAND ROSE TO AN ALL-TIME HIGH.

WE IMPORTED MORE OIL DURING THE FIRST SIX MONTHS OF THIS

YEAR THAN EVER BEFORE IN OUR HISTORY. THESE PROBLEMS

WILL GROW WORSE EVERY DAY UNTIL WE ACT TO SOLVE THEM.

WHETHER WE SUCCEED OR FAIL WILL LARGELY DEPEND ON THE

CHOICES WE MAKE AS INDIVIDUALS, AND ON OUR ABILITY TO

ADAPT AND SHARE FOR OUR COMMON, LONG-TERM GOOD.

WE ALSO NEED NEW LEGISLATION, WHICH, ALONG WITH

THE DEPARTMENT OF ENERGY, WILL BE THE BACKBONE OF OUR

COMPREHENSIVE ENERGY PLAN.

THE RAPID PROGRESS TO DATE OF NATIONAL ENERGY

LEGISLATION THROUGH THE CONGRESS REFLECTS THE

DETERMINATION, ON THE PART OF BOTH THE CONGRESS AND THE

ADMINISTRATION, TO END THE YEARS OF DELAY IN DEALING

WITH OUR ENERGY PROBLEMS.

**HOPE**

I ~~URGE~~ THE SENATE ~~TO~~ WILL

COMPLETE ITS ACTION, AS SOON AS POSSIBLE, ON THE BALANCED

PACKAGE OF INCENTIVES AND TAXES IN THE NATIONAL ENERGY BILL.

COOPERATION BETWEEN THE ADMINISTRATION AND THE CONGRESSIONAL

LEADERSHIP HAS BEEN ESSENTIAL TO THE PROGRESS OF THE BILL

SO FAR; I LOOK FORWARD TO CONTINUED COOPERATION ON THIS

AND OTHER VITAL PROJECTS.



THERE ARE DIFFICULT DECISIONS YET TO BE MADE,  
AND PRESSURES FROM SPECIAL INTERESTS WILL CONTINUE TO BE AN  
OBSTACLE; BUT I REMAIN OPTIMISTIC THAT A SOUND,  
WORKABLE ENERGY POLICY FOR THE U.S. WILL BE A REALITY BEFORE  
THE CONGRESS GOES HOME THIS YEAR.

I WISH JIM SCHLESINGER AND ALL THOSE WHO WILL BE  
WORKING WITH HIM THE BEST OF LUCK IN THE DIFFICULT JOB  
THEY FACE. WITH THE HELP AND SUPPORT OF THE AMERICAN  
PEOPLE, WE CAN MOVE TOGETHER INTO A NEW ERA OF ENERGY  
SECURITY.

SECRETARY SCHLESINGER IS HERE TO BRIEF YOU ON THE  
ORGANIZATIONAL STRUCTURE OF THE NEW DEPARTMENT.

END OF TEXT



THE PRESIDENT HAS SEEN.

2:00 PM

THE WHITE HOUSE

WASHINGTON

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DEPARTMENT OF ENERGY ACTIVATION CEREMONY

Tuesday, September 13, 1977

2:00 p.m. (15 minutes)

Room 450, OEOB

From: Jim Schlesinger

I. PURPOSE

To make a brief statement on the new Department of Energy and introduce me for further detailed remarks regarding the organization of the Department and nominations.

II. BACKGROUND, PARTICIPANTS AND PRESS PLAN

A. Background: The legislation creating the Department gives you up to four months to activate the Department (which period would expire on December 4). At this ceremony, you will note that you have activated the Department as of October 1 by signing an Executive Order. In addition, I will present the Department seal to you, and will discuss the Department's internal structure and names of nominees for many of the key Departmental positions. Other Departmental nominations will be submitted to the Congress shortly, as soon as necessary clearances are obtained.

B. Participants: You are scheduled to speak briefly; I will then discuss nominees and structure. Present will be Jack O'Leary (your nominee for Deputy Secretary) and Charles Curtis (your nominee for Chairman of the Federal Energy Regulatory Commission, the independent regulatory commission with the Department). (Also present will be Thomas C. Reed, Chairman of the Department of Energy Activation Task Force, who will respond to technical questions.)

C. Press Plan: Full coverage.

III. TALKING POINTS

A proposed introductory statement is attached.

THE WHITE HOUSE  
WASHINGTON

September 13, 1977

Hugh Carter

The attached was returned in  
the President's outbox. It is  
forwarded to you for your  
information.

Rick Hutcheson

RE: MAIL BACKLOG



THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

September 13, 1977

sk  
J

MEMORANDUM FOR THE PRESIDENT

FROM: HUGH CARTER *HC*  
SUBJECT: Mail Backlog (Per Your Request)

Mail backlog rose to 10,400 at the end of last week due to the following reasons:

1. Loss of one working day due to Labor Day
2. Nine persons on vacation all week from Mail Analysis and Correspondence Sections (out of 64 total)
3. Five additional secretaries from Correspondence on detail to staff offices to cover for secretaries on vacation.

Our goal is to maintain backlog at or below two days' receipts.

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THE PRESIDENT HAS BEEN.

THE WHITE HOUSE

WASHINGTON

Week Ending 9/9/77

*Why is  
my backlog  
going up  
again?  
JC*

MEMORANDUM FOR THE PRESIDENT

FROM:

HUGH CARTER *HC*

SUBJECT:

Weekly Mail Report (Per Your Request)

Below are statistics on Presidential and First Family:

<u>INCOMING</u>	<u>WEEK ENDING 9/2</u>	<u>WEEK ENDING 9/9</u>
Presidential	31,315	32,980
First Lady	1,240	1,160
Amy	380	250
<u>Other First Family</u>	<u>65</u>	<u>50</u>
TOTAL	33,000	34,440
 <u>BACKLOG</u>		
Presidential	8,230	10,330
First Lady	70	70
Amy	0	0
<u>Other</u>	<u>0</u>	<u>0</u>
TOTAL	8,300	10,400

DISTRIBUTION OF PRESIDENTIAL MAIL ANALYZED

Agency Referrals	47%	44%
WH Correspondence	24%	29%
Direct File	17%	17%
White House Staff	9%	8%
<u>Other</u>	<u>3%</u>	<u>2%</u>
TOTAL	100%	100%

NOT INCLUDED ABOVE

Form Letters and Post Cards	26,570	15,426
Mail Addressed to WH Staff	17,097	15,155

cc: Senior Staff

9-13-77

THE WHITE HOUSE  
WASHINGTON

Supper E Russell & Carolyn Long

- a) Rebate of wellhead tax
- b) Loan guarantee - independent -  
for new exploration only
- c) O.I./gas  $\rightarrow$  coal use taxes
- d) Deregulation of nat gas
- e) Shale oil production = price?
- f) Balance energy budget
- g) Non inflation
- h) Price - primary new oil - highest  
in world
- i) Gas guzzlers - medium violators
- j) Cost containment - hospitals  
Saves ~ 4 1/2 B:1 govt - same price
- k) Separate HR 7200 from Soc Sec
- l) Soc Sec - Sen Nelson
- m) Welfare reform



Soc Sec replacement rate @ <sup>43% or</sup> 44%

No inc in employee - move present  
schedule forward to 1980's

Trust fund reserves  $\rightarrow$  2000 a.d.

Guarantee against bankruptcy

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THE WHITE HOUSE  
WASHINGTON

September 13, 1977

Stu Eizenstat

The attached was returned in  
the President's outbox. It is  
forwarded to you for your  
information.

Rick Hutcheson

RE: STATEMENT OF POSTAL ORGANIZA-  
TIONS

THE WHITE HOUSE  
WASHINGTON

<input type="checkbox"/>	FOR STAFFING
<input type="checkbox"/>	FOR INFORMATION
<input checked="" type="checkbox"/>	FROM PRESIDENT'S OUTBOX
<input type="checkbox"/>	LOG IN/TO PRESIDENT TODAY
<input type="checkbox"/>	IMMEDIATE TURNAROUND

ACTION  
FYI

*memo only*

<input type="checkbox"/>	MONDALE
<input type="checkbox"/>	COSTANZA
<input checked="" type="checkbox"/>	EIZENSTAT
<input type="checkbox"/>	JORDAN
<input type="checkbox"/>	LIPSHUTZ
<input type="checkbox"/>	MOORE
<input type="checkbox"/>	POWELL
<input type="checkbox"/>	WATSON
<input type="checkbox"/>	LANCE
<input type="checkbox"/>	SCHULTZE

<input type="checkbox"/>	ENROLLED BILL
<input type="checkbox"/>	AGENCY REPORT
<input type="checkbox"/>	CAB DECISION
<input type="checkbox"/>	EXECUTIVE ORDER

Comments due to  
Carp/Huron within  
48 hours; due to  
Staff Secretary  
next day

<input type="checkbox"/>	ARAGON
<input type="checkbox"/>	BOURNE
<input type="checkbox"/>	BRZEZINSKI
<input type="checkbox"/>	BUTLER
<input type="checkbox"/>	CARP
<input type="checkbox"/>	H. CARTER
<input type="checkbox"/>	CLOUGH
<input type="checkbox"/>	FALLOWS
<input type="checkbox"/>	FIRST LADY
<input type="checkbox"/>	HARDEN
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<input type="checkbox"/>	JAGODA
<input type="checkbox"/>	KING

<input type="checkbox"/>	KRAFT
<input type="checkbox"/>	LINDER
<input type="checkbox"/>	MITCHELL
<input type="checkbox"/>	MOE
<input type="checkbox"/>	PETERSON
<input type="checkbox"/>	PETTIGREW
<input type="checkbox"/>	POSTON
<input type="checkbox"/>	PRESS
<input type="checkbox"/>	SCHLESINGER
<input type="checkbox"/>	SCHNEIDERS
<input type="checkbox"/>	STRAUSS
<input type="checkbox"/>	VOORDE
<input type="checkbox"/>	WARREN



Stu  
J

THE PRESIDENT HAS SEEN,

Statement of Postal Organizations  
To President Carter  
White House

Tuesday  
September 13, 1977

The postal organizations represented at this meeting want to express their deep appreciation for the opportunity of seeing the President about the problems of the U. S. Postal Service.

Although the postal service has been removed from Presidential and Congressional responsibility and control by the Postal Reorganization Act, you have expressed, in a statement last October, concern and intention to deal with problems of the postal service. We commend you for this early commitment and one of our primary aims today is to persuade you as President to initiate reforms in this important governmental organization.

We believe that the President has the responsibility to intervene on behalf of the American postal patron - the 77 million households which receive postal service - and to sustain or improve this service and insure its financial integrity.

It behooves you Mr. President to consider this request for intervention as the situation deteriorates to less manageable crisis proportions each year. The Postal Reorganization Act of 1970 remains intact with only the slight cosmetic changes of 1976.



Statement of Postal Organizations  
to President Carter  
September 13, 1977  
Page Two

The break even concept in that Act remains and is responsible for the deteriorating situation and management crisis.

Presidential decisions must be forthcoming now as reform of the postal service in 1970 and 1976 fell short of the mark. Within the next decade, if action is not forthcoming, the postal service would be left with economic and social options which would be limited to the delivery of nonprofitable mail to remote areas, agricultural products and large hard to handle packages.

In 15 years the postal service, without an assigned roll in the telecommunications revolution takeover, would become obsolete.

Also, Mr. President, if something is not done, your administration would be saddled with a potential loss of two hundred thousand jobs while you are already hard put to do something about unemployment of 7.1% - a matter which should cause you grave concern.

High and consistent standards of postal service, postal finances, postal organization and management, Presidential and Congressional direction are matters we wish to speak on today.

You are aware Mr. President that these matters and the proposed changes to the Postal Reorganization Act are encompassed in H.R. 7700. This legislation is endorsed by the organizations here today.

Fundamental to any effective effort to put the nation's postal service on a proper course is the need to abandon the mythology which contains the notion that the postal service is a business and not a public service and that it should be run according to the forms and methods of private enterprise. The Postal Reorganization Act of 1970 embodies this myth albeit rather ambiguously. The ambiguity rises from the fact the Act seems to say the costs of postal service will be paid by its senders, but then adds that certain "public service" costs for purposes not clearly specified will be paid for by appropriation. We believe the postal service must extend to every citizen, regardless of whether he or she lives in a tiny village or a large city. We believe the "business" of the postal service must remain the function of a governmental agency responsive to all of the American people. We believe this makes the postal service, effectively, a public service in its entirety.

Why should the postal service, that is needed and wanted by our citizens, pay for itself almost solely out of income derived from the sale of that service? What, exactly, does the term "pay for itself" mean anyway? A whole range of private industries receive direct government subsidies, live off government contracts, get tax writeoffs and tax shelters, and sometimes pay less back in taxes than some wage earners. We believe the term "self-supporting" is indeed illusive.



Postal economy and efficiency, after all, is only increased by increasing the amount of output (service) by a given amount of input (cost). Since 1970 the opposite has been achieved in the postal service by the creation of policies that have given us less service at greater cost. We, quite earnestly, Mr. President, do not believe that this administration is going to abandon the mail service because it doesn't breakeven.

We believe that efficiency in the postal service can be achieved. We would like to point out to you that the postal service is and has been highly efficient when you take into account all it has given in the form of service to the American people since its creation. Since 1970 it has been asked, in addition to service, to make money. And for this, Mr. President, the postal service has paid dearly and performed miserably during this period of time. We believe the problems of efficiency and productivity and service levels must be approached with a broad and honest view to what, effectively, is wanted from the postal service as a public service. This cannot be achieved miraculously overnight by conversion of the organization into a business establishment.

Mr. President, your supporting the restoration of postal service beyond simply creating jobs would give the public tangible benefits that have been eroded over the years by unilateral cutbacks in postal service.

We are concerned with the accelerating reassignment and relocation of thousands of postal workers and the resulting delays in mail services to the American citizen. Also, the present management neglects the experience and expertise available among postmasters and supervisors, and they are not consulted meaningfully.

Realistic and adequate funding by postal rates and public service appropriations should be looked at anew to help optimize rather than minimize mail volumes and usage of postal services with the objective of increasing net postal revenues. Postal finance needs to be planned in coordination and in relationship with the entire government and your administration's fiscal programs.

Furthermore Mr. President, sober thought needs to be given to the problems of the postal service that are due to its structure and the people who populate the structure at the top. It may or may not have been necessary to have nearly removed the postal service from the federal government and from coming under the direction of the President and the Congress. We believe such a drastic change was overkill. We believe it's now possible to make the postal service organizationally more responsive to the President and the



Congress without restoring the spoils system. We believe a first order of business is to bring about needed improvements in postal management.

Mr. President, you have expressed concerns and intentions as President to deal with problems of unemployment, government integrity, government organization, government efficiency and human rights. The U.S. Postal Service offers the President opportunities to address each of these areas.

The purpose of our meeting is to highlight our recommendations to improve the postal service and to better use the resources of this organization in the public interest. Mr. President, we suggest these approaches in the hope they are within the framework and spirit of what are perceived to be your administration's plans and intentions.

They are:

1. Board of Governors.

This body has simply acted as a rubber stamp for the Postmaster General and top postal management. Its history has proven that the Board has had no positive effect on managing postal affairs.

2. Postal Rate Commission.

Ironically, Congress established this Commission to regulate certain functions of the Postal Service so that red tape and congressional rate setting would be eliminated. Instead, there has been a marked increase in red tape and bureaucracy.

3. Presidential Appointment of the Postmaster General.

This vital position should be filled by a Presidential appointee to assure greater accountability to service concepts.

4. Private Express Statutes.

These statutes should remain unchanged and expanded to cover telecommunications.

5. Role for the USPS in the Burgeoning Telecommunications Revolution.

The decision must be made to assure USPS of a prominent role in the telecommunications field.

6. USPS Public Service as Contrasted with a Market Economy Service.

Public Service in the postal system must be clearly spelled out as duties rather than favors from a business-oriented agency. These functions are those that would not be provided in a so-called "market economy".

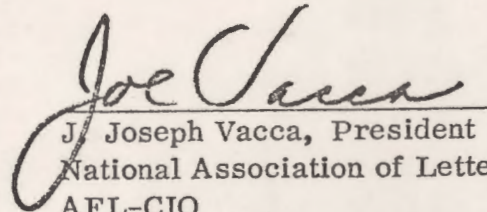


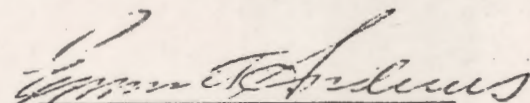
7. Long-Range Public Service Planning.

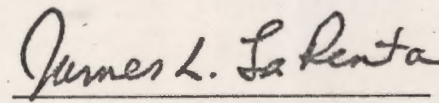
Decide what public service is and define it specifically.

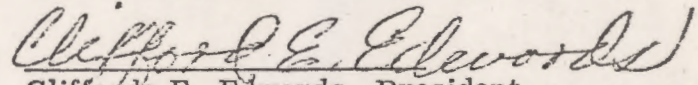
8. Retention of existing services including six-day  
delivery and restoration of previously curtailed  
or eliminated service.

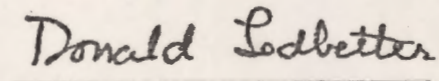
Respectfully,

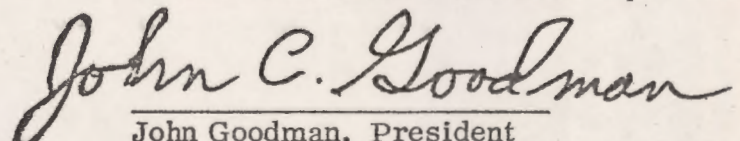
  
J. Joseph Vacca, President  
National Association of Letter Carriers,  
AFL-CIO

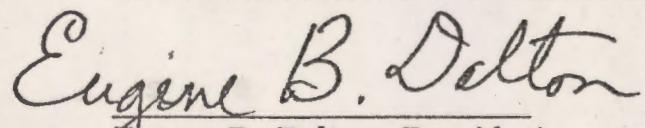
  
Emmett Andrews, President  
American Postal Workers Union, AFL-CIO

  
James L. LaPenta, Director  
Federal-Public Service Division  
Laborers' International Union of  
North America, AFL-CIO

  
Clifford E. Edwards, President  
National Rural Letter Carriers Association

  
Donald Ledbetter, President  
National Association of Postal Supervisors

  
John Goodman, President  
National Association of Postmasters

  
Eugene B. Dalton, President  
National League of Postmasters



3:00 PM

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

September 12, 1977

MEETING WITH SENATOR FRITZ HOLLINGS (D-SOUTH CAROLINA)

Tuesday, September 13, 1977

3:00 p.m. (15 Minutes)

The Oval Office

From: Frank Moore

*F.M.*

I. BACKGROUND

Senator Hollings recently headed a fact-finding Congressional delegation to Columbia, Brazil, Argentina, Peru and Panama. He has requested this meeting in order to brief you on his trip and to discuss with you the handling of the Treaty. The Senator had earlier indicated his support for the Treaty but now indicates that he has serious reservations.

II. PARTICIPANTS

The President  
Senator Hollings  
Frank Moore

*lh*

III. PRESS PLAN

White House Photo Only

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THE WHITE HOUSE

WASHINGTON

September 12, 1977

MEETING WITH SENATOR FRITZ HOLLINGS (D-SOUTH CAROLINA)

Tuesday, September 13, 1977

3:00 p.m. (15 Minutes)

The Oval Office

From: Frank Moore *F.M.*

I. BACKGROUND

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II. PARTICIPANTS

The President  
Senator Hollings  
Frank Moore

III. PRESS PLAN

White House Photo Only



Waldie - Post Office  
rep 95% work force  
HR 7700

Leibert - Supervisors  
Unresponsive to people  
Bd of Gov's - useless  
(Bailor dominates)

Dalton  
Appt Plan by Pres  
Goodman - Postmaster  
Budget cuts - delayed mail  
Close small offices.  
Repeal express statute

Lafinck - Fed employees

Public appropriation

24 1/2 % (51) → < 42 %

< 25 % PO → mail box

Andrews - Postal workers

Lowest rates in world

1000's in excess - terminate

Edwards - rural carrier

1/5 population

Cut to 5 days will hurt

Vacca - 16 rural carriers

morale poor

Johnson - mail handlers



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for Preservation Purposes THE PRESIDENT HAS SEEN

2:30 PM

THE WHITE HOUSE

WASHINGTON

September 12, 1977

MEETING WITH NATIONAL PRESIDENTS OF POSTAL  
AND MANAGEMENT GROUPS

Tuesday, September 13, 1977

2:30 pm (20 minutes)

The Roosevelt Room

From: Stu Eizenstat  
Bob Malson

Stu

I. PURPOSE

The national presidents of the four postal labor unions, the two postmasters organizations and the postal supervisors organization have asked for the opportunity to meet with you prior to your deciding the Administration's postal policy. Representatives from OMB will testify on H.R. 7700, the postal reform bill, on Thursday, September 15. The group has sent a copy of their prepared statement that they will present to you at the close of the meeting. The statement indicates that they favor (1) presidential appointment of the Postmaster General; (2) retention of six-day delivery; (3) elimination of the red tape associated with the Postal Rate Commission's rate setting process; and (4) either the elimination or strengthening of the Board of Governors which they view as a rubber stamp for the Postmaster General.

II. BACKGROUND, PARTICIPANTS & PRESS PLAN

A. Background: The group has selected Jerome Waldie, the number two official of the letter carriers union, to give a two minute opening statement. He will, in turn, introduce each of the seven presidents who will speak for two minutes on areas of concern to their respective union or organization.

B. Participants: David Rubenstein and Bob Malson

C. Press Plan: Pool Coverage

III. TALKING POINTS

A. This is the first time a President has met with all of

the Postal Service's employee groups.

- B. You will be deciding the Administration's postal policy today and tomorrow and you want to be clear about their views on the service aspects of the mail system. You are particularly concerned about their views of the Postal Service's efforts to cut costs.
- C. The postal employees covered by collective bargaining will begin to negotiate for a new agreement in a few months. They will probably not bring up the subject but in the background of any discussion of presidential appointment of the postmaster general is their knowledge that they will be negotiating with your Administration if you favor legislation giving you the authority to appoint your choice to head the Postal Service.
- D. Many of these postal leaders supported your candidacy quite early and are quite proud of their vision.



THE WHITE HOUSE

WASHINGTON

September 12, 1977

MEETING WITH NATIONAL PRESIDENTS OF POSTAL  
AND MANAGEMENT GROUPS

Tuesday, September 13, 1977

2:30 pm (20 minutes)

The Roosevelt Room

From: Stu Eizenstat *Stu*  
Bob Malson *B*

I. PURPOSE

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- D. Many of these postal leaders supported your candidacy quite early and are quite proud of their vision.



Electrostatic Copy Made  
for Preservation Purposes

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE  
WASHINGTON

SEPTEMBER 13, 1977  
TUESDAY

MR. PRESIDENT:

SENATOR INOUE CALLED WHILE YOU  
WERE AT LUNCH. THE SENATOR HAS  
TALKED TO DAN TATE AND TOLD HIM  
HE WISHES TO TALK TO YOU "ON A  
MATTER OF THE HIGHEST SENSITIVITY--  
INVOLVING THE PANAMA CANAL TREATY  
AND ACTION TO BE TAKEN WITHIN  
24 HOURS". SENATOR INOUE WOULD  
PREFER A 15-MINUTE MEETING THIS  
AFTERNOON.

*You could offer*  
*3:30 today* ~~some~~  
*9:00 A.M. tomorrow*

3:30 p.m.

THE PRESIDENT HAS SENT

THE WHITE HOUSE

WASHINGTON

September 13, 1977

C

MEMORANDUM FOR THE PRESIDENT

FROM: FRANK MOORE

J.M.

Your meeting this afternoon with Senator Inouye is a result of a telephone conversation I had with the Senator at approximately 12:30 p.m. today.

Senator Inouye advised me that he had a "highly sensitive" matter concerning the Panama Treaty to discuss with you. He indicated that this matter would require action within 24 hours, and that it was imperative that he discuss this directly with you.

In view of the fact that Senator Inouye is not an alarmist, I felt it was important that you meet with him as soon as possible.

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for Preservation Purposes**



THE WHITE HOUSE  
WASHINGTON

September 13, 1977

The Vice President

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

cc: Hamilton Jordan  
Frank Moore  
Tim Kraft

UPDATE ON 1978 SENATE RACES

ADMINISTRATIVELY CONFIDENTIAL



THE VICE PRESIDENT  
WASHINGTON

T. VP  
J

September 13, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: THE VICE PRESIDENT

*Wf*

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for Preservation Purposes**

SUBJECT: UPDATE ON 1978 SENATE RACES

1. New Hampshire. Governor Meldrim Thompson, having announced some weeks back that he would not run against Tom McIntyre, said recently that he is reassessing his position and that it could well be determined by McIntyre's vote on the Panama Canal Treaty. Thompson would be the strongest candidate the Republicans could run, but McIntyre's people are still confident they could beat him and some are even relishing the prospect of such a race.

2. Iowa. Governor Robert Ray announced this week that he will not run for the Senate against Dick Clark, although he declined to say whether he'll run for re-election. Clark should now be considered a heavy favorite to be re-elected.

3. Wyoming. I met with Representative Teno Roncalio to urge him to run for the Senate seat Cliff Hansen is vacating, but it is very unlikely that he will. Teno is simply weary of Washington and anxious to return home, as his family has already done. He will probably announce his retirement soon, and I got the firm impression there is virtually nothing we could do or say to change his mind because there are only personal factors involved. There is no other logical candidate yet on the horizon and the prospects for capturing this seat now have to be set at considerably less than 50-50.

4. West Virginia. I also met with Jennings Randolph several weeks ago and, while he had not yet decided whether to run, I got the impression that he was inclined to do so. Again, there are strong personal factors involved and he was going to try to weigh them over the August recess. He was

*Set up  
meeting*



very flattered that you were anxious to see him remain in the Senate and I am fairly confident that he can be persuaded to run again. He acknowledged that if he retires we may have great difficulty holding the seat against former Governor Arch Moore. I strongly suggest that you ask Jennings down for a chat soon and urge him to run. He has great respect for you and will undoubtedly be influenced by the importance you attach to his work in the Senate.

5. Massachusetts. There are continuing indications that Ed Brooke may be more vulnerable than previously thought. There are several possible strong candidates, including Attorney General Francis Bellotti and Lt. Governor Tommy O'Neill, and the latter seems to be showing increasing interest in making the race. I will try to feel out Tip privately on this at the earliest opportunity.

6. Minnesota. Wendy Anderson has had some bad polls recently showing fairly strong public resentment over his self-appointment to the Senate. He is working hard to turn things around and appears to be making some progress. Nonetheless, Representative Don Fraser has announced that he is seriously considering challenging Wendy for the party's endorsement and will spend the rest of the year trying to drum up support and evaluating his prospects. People close to Don think he is virtually certain to run and, if so, it would create a very divisive situation that could make it more difficult to hold the seat.

Copies to: Hamilton Jordan  
Frank Moore

THE WHITE HOUSE  
WASHINGTON

September 13, 1977

Jim McIntyre

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

cc: Peter Bourne

RE: OFFICE OF DRUG ABUSE POLICY  
(ODAP)



THE WHITE HOUSE  
WASHINGTON

	FOR STAFFING
	FOR INFORMATION
X	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
		LIPSHUTZ
		MOORE
		POWELL
		WATSON
X		LANCE (McIntyre)
		SCHULTZE

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER
	Comments due to
	Carp/Huron within
	48 hours; due to
	Staff Secretary
	next day

	ARAGON
X	BOURNE - <del>15.0</del>
	BRZEZINSKI
	BUTLER
	CARP
	H. CARTER
	CLOUGH
	FALLOWS
	FIRST LADY
	HARDEN
	HUTCHESON
	JAGODA
	KING

	KRAFT
	LINDER
	MITCHELL
	MOE
	PETERSON
	PETTIGREW
	POSTON
	PRESS
	SCHLESINGER
	SCHNEIDERS
	STRAUSS
	VOORDE
	WARREN

THE WHITE HOUSE  
WASHINGTON

9/8/77

Mr. President:

Eizenstat, Moore, and Lipshutz  
concur with McIntyre.

Jack Watson has no comment.

Peter Bourne's comments are  
attached.

Rick





**PRESIDENT'S**  
**REORGANIZATION**  
**PROJECT**

THE PRESIDENT HAS SEEN.

WASHINGTON, D.C. 20503

SEP 2 1977

MEMORANDUM FOR THE PRESIDENT

FROM:

Bert Lance *J. McIntyre, for*

SUBJECT:

Office of Drug Abuse Policy (ODAP)

Earlier this month you requested further explanation of:  
(1) the arrangements that have been made for carrying out ODAP functions when the Office is terminated as contemplated in the EOP reorganization; and (2) the current status of the Plan in Congress.

Arrangements for ODAP Functions

ODAP was created to assist the President in developing drug abuse policy and coordinating the work of the many agencies involved in combatting drug abuse. In addition, you have given ODAP substantial responsibilities for reorganizing Federal drug abuse efforts. The EOP plan provides for each of these functions to continue when ODAP is terminated.

The policy development and program coordination responsibilities will be handled by the Presidential Adviser on Drug Abuse, the Domestic Policy Staff, and the Strategy Council on Drug Abuse. (The Strategy Council is an interagency coordinating group that has rarely met.) Drug abuse issues will be handled within the Policy Management System much as other priority domestic issues are to be handled. The coordinating group will meet regularly, staffed by the Domestic Policy staff, to develop solutions for specific problems and broad policy. By retaining a highly visible White House drug adviser, you will demonstrate your continuing commitment to solving the drug abuse problem. As you recall, you have also asked Dr. Bourne to develop and maintain an Administration policy for solving drug abuse problems.

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for Preservation Purposes**

We expect the ODAP staff to finish its pending reorganization projects in January 1978, and have planned to leave the office in place until these projects are complete. Future drug abuse related reorganization efforts will be handled by the OMB President's Reorganization Project.

By placing drug abuse policy development, coordination, and reorganization activities within the normal EOP channels for handling such work, we believe that drug abuse issues can be handled equally efficiently and can be better integrated with related concerns. By retaining a White House adviser, you can assure overall guidance and sufficient priority to these issues.

One of the reasons ODAP was formed was to create a point of accountability to the Congress for drug abuse issues. For this reason, we have told the Congress that Dr. Bourne will continue to testify when he is requested to do so.

Some individuals, both in the Congress and the public, believe that your decision to terminate ODAP reflects a lack of commitment to drug abuse problems. Your August 2, 1977, message to Congress on drug abuse and the special White House arrangement for a drug abuse adviser clearly refute this contention.

#### Congressional Perspective

Although the congressional opposition to eliminating ODAP is vocal, it is limited and we do not believe that Reorganization Plan No. 1 will be vetoed. The key defenders of ODAP are Senators Hathaway, Percy, and Javits and Congressmen Lester Wolff (D-N.Y.), Ben Gilman (R-N.Y.), Peter Rodino (D-N.J.), Paul Rogers (D-Fla.), and Charles Rangel (D-N.Y.). About 90 members of the House have cosigned a letter to the Speaker urging him to prevail on you to continue ODAP. An informal sampling of the signatories to the letter indicates that most would not oppose the EOP Plan on the basis of ODAP alone.

Senator Ribicoff and Congressman Wolff have suggested several possible compromise points:

1. Continue ODAP until September 1978 when it is scheduled to expire.



2. Define specifically how many and what type of drug policy slots will be available on the Domestic Policy Staff.
3. Add personal staff to Dr. Bourne to allow him to oversee more effectively the drug coordinating functions.

#### Our Position

1. We do not recommend allowing ODAP to continue beyond January 1978. It can complete its major business by that time and we fear that you will face another controversial decision on it next September if you allow it to continue until that time.
2. We have sent the concerned Congressmen information on the proposed staffing levels: Dr. Bourne plus two in the White House Office and four positions on the Domestic Policy Staff. These numbers could be increased if compromise is necessary.
3. We do not recommend that you take any further action at this time.

THE WHITE HOUSE

WASHINGTON

September 8, 1977

MEMORANDUM TO THE PRESIDENT

FROM:

PETER BOURNE

P.B.

SUBJECT: OFFICE OF THE DRUG ABUSE POLICY

I have the following specific comments on the ODAP memo from Bert Lance signed by Jim McIntyre:

Page 1, paragraph 1 - The Strategy Council is not "an interagency coordinating group that has rarely met". It is a Cabinet Committee mandated by law to develop U.S. Strategy in the narcotics area, it has never met. The "coordinating group" (Strategy Council) will not "meet regularly", but probably only annually to determine the federal strategy as required by law. I doubt members of the Cabinet would be willing to meet more frequently.

Page 2, paragraph 2 - While placing drug abuse policy development and coordination within "normal EOP channels" is a reasonable management approach, it is exactly the approach which the Nixon and Ford Administrations used, and the approach to which the Congress reacted negatively in establishing ODAP. The two years of Congressional argument over this issue have not been addressed.

The last sentence on the first page is I believe an inadvertent error. It now reads "As you recall, you have also asked Dr. Bourne to develop and maintain an Administration Policy for solving drug abuse problems". I think the intention was to say "policy for international health and world hunger". Regardless of the merits of the Reorganization Team's original plan, the ODAP provision has created a difficult political problem in the Congress, which the team, I feel, never fully appreciated.

The Congress legislatively mandated ODAP with specific responsibilities and functions, and an authorization which would terminate at the end of September 1978. After going through a major battle over ODAP with President Ford, they were delighted at your activating the Office in March. Congressional concern involves both the drug issue in general, and resentment over having the intent of their legislation overturned so quickly after achieving success. They perceive it to be completely unrealistic for ODAP's



MEMORANDUM TO THE PRESIDENT  
FROM: PETER BOURNE  
SUBJECT: OFFICE OF THE DRUG ABUSE POLICY

legislated functions, which they envisioned requiring a staff of twenty, would now be carried out with the same effectiveness by two or three people. I believe a serious tactical error was made in suggesting that there would be an attempt to continue those specific functions contained in the legislation.

Some segments of the Congress view the demise of ODAP as a breach of faith and a deemphasis of the Administration's commitment towards combating the nation's drug abuse problem. Moreover, the issue with the Congress has moved from substantive arguments toward largely political ones. Unfortunately, this negative reaction was not fully anticipated, and I feel the effort to defuse it once it developed has been jeopardized by continuing to try to deal with the substantive issues rather than the political problem. The level of political opposition to the demise of ODAP is substantial; however, I believe it is not sufficient to cause the overturn of Reorganization Plan #1.

The question that only you can resolve is whether it is worth continuing to anger a relatively small group of Congressman over an issue that is very important to them, but inconsequential to you in the big picture. If you ignore the 90 members who wrote to the speaker it will generate considerable adverse publicity, and because the reorganization plan relating to ODAP in its present form has serious flaws you will be vulnerable to considerable legitimate criticism, which is going to spill over into other areas. In addition, it is also very likely that the Congress would reestablish another version of ODAP by attaching a rider on an important supplemental or appropriation bill during 1978. Then we will have gone through the whole cycle unnecessarily.

The major weaknesses in the present plan are:

(a) Because we are seeking to phase out the office before the end of its authorization (September, 1978), we have inappropriately claimed we were going to continue to carry out the legislatively mandated functions with a fraction of the present staff. This was a mistake.

(b) The majority of ODAP's functions are international. Placing responsibility within the domestic council makes little sense and has reinforced the belief on the Hill that the reorganization team failed to understand the issue.

(c) A totally unrealistic expectation is being built by the present plan as to what I personally can do.

MEMORANDUM TO THE PRESIDENT  
FROM: PETER BOURNE  
SUBJECT: OFFICE OF THE DRUG ABUSE POLICY

The impression has been created that I almost alone will carry out the legislatively mandated functions originally intended for twenty or more people, in addition to having other non-drug related responsibilities. The Congress knows this is impossible.

I believe this problem can be resolved relatively simply by the following steps:

1. You need as soon as possible to meet with a small group of key members concerned with this issue.
2. You need to strongly consider a fall back position of not phasing out the Office until the end of September 1978. That is the point at which the authorization ends and we would no longer be burdened with the requirement to continue to carry out the currently mandated specific responsibilities. This could be done without changing Reorganization Plan #1.
3. You should reassure them of your continuing interest in and commitment to this area.

These steps I believe would immediately dissipate the resistance on the Hill. If you proceed and ignore the concern you will still get the plan passed, but at a price that seems rather pointless and unnecessary to pay.

PGB:ss



THE WHITE HOUSE

WASHINGTON

Date: September 6, 1977

MEMORANDUM

FOR ACTION:

Stu Eizenstat *concur by phone*  
Bob Lipshutz *concur by phone*  
Frank Moore *concur by phone*  
Jack Watson *nc*  
Peter Bourne *attached*

FOR INFORMATION:

The Vice President  
Hamilton Jordan  
Richard Pettigrew

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Lance memo dated 9/2/77 re Office of Drug Abuse Policy  
(ODAP)

YOUR RESPONSE MUST BE DELIVERED  
TO THE STAFF SECRETARY BY:

TIME: 11:00 AM

DAY: Thursday

DATE: September 8, 1977

ACTION REQUESTED:

☒ Your comments

Other:

STAFF RESPONSE:

☐ I concur.

☐ No comment.

Please note other comments below:

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

Date: September 6, 1977

MEMORANDUM

## FOR ACTION:

Stu Eizenstat  
Bob Lipshutz  
Frank Moore  
Jack Watson  
Peter Bourne

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The Vice President  
Hamilton Jordan  
Richard Pettigrew

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TIME: 11:00 AM

DAY: Thursday

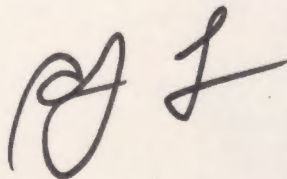
DATE: September 8, 1977

## ACTION REQUESTED:

☒ Your comments

Other:

## STAFF RESPONSE:

☒ I concur.☐ No comment.*Please note other comments below:*

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2 / Date: September 6, 1977

MEMORANDUM

FOR ACTION:  
Stu Eizenstat  
Bob Lipshutz  
Frank Moore  
Jack Watson  
Peter Bourne

FOR INFORMATION:  
The Vice President  
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PRESIDENT'S  
REORGANIZATION  
PROJECT

WASHINGTON, D.C. 20503

SEP 2 1977

MEMORANDUM FOR THE PRESIDENT

FROM:

Bert Lance

*J. McIntyre, for*

SUBJECT:

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3. We do not recommend that you take any further action at this time.



file  
rec'd too  
late

THE WHITE HOUSE  
WASHINGTON

9/12/77

TO: RICK HUTCHESON  
FROM: DICK PETTIGREW

I would like to add the attached to the comments on Mr. Lance's memo to the President re the Office of Drug Abuse Policy (ODAP). I understand the memo has not reached the President yet.

Thanks.



THE WHITE HOUSE

WASHINGTON

September 12, 1977

MEMORANDUM FOR:

THE PRESIDENT

FROM:

RICHARD PETTIGREW *Rich*

SUBJECT:

Possible Amendment of EOP Plan  
re Office of Drug Abuse Policy  
(ODAP)

The EOP Study recommendation concerning abolishing ODAP and your decision to accept it are absolutely correct. I strongly endorse the recommendation of the Office of Management and Budget to stay with it. To change it would send a bad signal to the Congress and revive pressures for a host of EOP units for narrow subject areas. (This is very different from retaining CEQ which is involved in policy coordination over a very broad policy spectrum.)

From my discussion with Congressman Rogers, it is clear that the request to allow an extension of time for ODAP is designed to afford the Congress an opportunity to pass new legislation extending its life beyond the two years originally contemplated in the legislation creating it. In no event would I delay termination of ODAP beyond the scheduled January 1st date unless it were based on a clear agreement with the relevant Congressional leadership that no re-creation of this unit would be sponsored or supported by them.

THE PRESIDENT HAS SEEN.

C

Mr. President--

Mary Beasley does not have your records any more.

Ed Spivia's office was not able to locate their records.

We're checking it now with the Georgia archives, where your records are now. It will not be ready by the Thatcher meeting.

Jody remembers the trip to be in June or July of 1973.

Rex

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for Preservation Purposes**



THE WHITE HOUSE  
WASHINGTON

September 13, 1977

Richard Harden

The attached was returned in  
the President's outbox. It is  
forwarded to you for your  
information.

Rick Hutcheson

cc: STATUS REPORT - CAU

THE WHITE HOUSE  
WASHINGTON

<input type="checkbox"/>	FOR STAFFING
<input type="checkbox"/>	FOR INFORMATION
<input checked="" type="checkbox"/>	FROM PRESIDENT'S OUTBOX
<input type="checkbox"/>	LOG IN/TO PRESIDENT TODAY
<input type="checkbox"/>	IMMEDIATE TURNAROUND

ACTION	FYI	
<input type="checkbox"/>	<input type="checkbox"/>	MONDALE
<input type="checkbox"/>	<input type="checkbox"/>	COSTANZA
<input type="checkbox"/>	<input type="checkbox"/>	EIZENSTAT
<input type="checkbox"/>	<input type="checkbox"/>	JORDAN
<input type="checkbox"/>	<input type="checkbox"/>	LIPSHUTZ
<input type="checkbox"/>	<input type="checkbox"/>	MOORE
<input type="checkbox"/>	<input type="checkbox"/>	POWELL
<input type="checkbox"/>	<input type="checkbox"/>	WATSON
<input type="checkbox"/>	<input type="checkbox"/>	LANCE
<input type="checkbox"/>	<input type="checkbox"/>	SCHULTZE

<input type="checkbox"/>	ENROLLED BILL
<input type="checkbox"/>	AGENCY REPORT
<input type="checkbox"/>	CAB DECISION
<input type="checkbox"/>	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

<input type="checkbox"/>	ARAGON
<input type="checkbox"/>	BOURNE
<input type="checkbox"/>	BRZEZINSKI
<input type="checkbox"/>	BUTLER
<input type="checkbox"/>	CARP
<input type="checkbox"/>	H. CARTER
<input type="checkbox"/>	CLOUGH
<input type="checkbox"/>	FALLOWS
<input type="checkbox"/>	FIRST LADY
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<input type="checkbox"/>	HUTCHESON
<input type="checkbox"/>	JAGODA
<input type="checkbox"/>	KING

<input type="checkbox"/>	KRAFT
<input type="checkbox"/>	LINDER
<input type="checkbox"/>	MITCHELL
<input type="checkbox"/>	MOE
<input type="checkbox"/>	PETERSON
<input type="checkbox"/>	PETTIGREW
<input type="checkbox"/>	POSTON
<input type="checkbox"/>	PRESS
<input type="checkbox"/>	SCHLESINGER
<input type="checkbox"/>	SCHNEIDERS
<input type="checkbox"/>	STRAUSS
<input type="checkbox"/>	VOORDE
<input type="checkbox"/>	WARREN



Electrostatic Copy Made  
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THE PRESIDENT HAS SEEN.  
THE WHITE HOUSE  
WASHINGTON

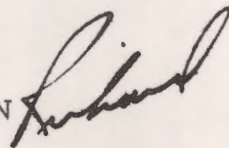
good  
J

September 9, 1977

MEMORANDUM FOR:

THE PRESIDENT

FROM:

RICHARD HARDEN 

SUBJECT:

Status Report - CAU

We continue to make good progress in the implementation of the new Central Administrative Unit. Some of the more significant developments may be summarized as follows:

1. Common Payroll Systems

Plans are moving along for the conversion by January 15, 1978, of all EOP agencies to a common payroll system operated by the Treasury Department. We are receiving excellent cooperation from both Treasury and GSA officials in making the conversion.

2. Library Services

Under the direction of the OMB Librarian, plans for a properly equipped and maintained branch library in the OEOB are being finalized.

3. Supply Operations

I am currently circulating for comment a proposal from GSA to assume responsibility for operation of the supply function in the EOP complex. We anticipate savings both in terms of personnel costs and supply costs, as well as improved accounting as to excessive use of supplies.

4. Orientation Program

The OMB Personnel Officer is currently working on a basic orientation program for all EOP employees.

5. Data Processing - Advisory Committee

To better evaluate the information processing needs of the EOP complex, Frank Press and I have established a data processing advisory committee. The committee held its first meeting August 24th - 25th. The meeting was open and was well attended by representatives from various agencies, as well as numerous Congressional staff members.

6. Data Processing - Applications

We are currently in the process of developing a comprehensive list of potential new data processing applications. Some of the more recently identified ones include:

- a. Presidential Time Analysis
- b. Presidential Scheduling
- c. Domestic Policy Paper Management
- d. Congressional Mail Management
- e. Public Liaison Support Lists

7. Internal Organization

We are working with OMB and the Civil Service Commission in developing the internal organization of the new unit. We anticipate a two-stage reduction from the 187 employees transferred in to the 149 permanent positions. The first reduction would relate to employees who have no potential for eventual employment in the new unit. These reductions would be made as the unit is created. The second reduction would probably come next spring and would involve those individuals who are no longer needed once the new systems are operational.



---

THE WHITE HOUSE  
WASHINGTON

September 13, 1977

The Attorney General

The attached was returned  
in the President's outbox today  
and is forwarded to you for your  
information. The signed original  
has been given to the Chief Executive  
Clerk for appropriate handling.

Rick Hutcheson

cc: Bob Linder  
Bob Lipshutz

LETTER TO HON. JONATHAN GOLDSTEIN

THE WHITE HOUSE  
WASHINGTON

9-13-77

To Hon. Jonathan Goldstein

I accept your resignation as U.S. Attorney, and certainly would not want to contradict your assessment of the good job you have done.

So far as I know, the Attorney General has expressed no criticism of your performance.

In recommending a replacement for you, I am sure that a competent person will be chosen so that the high standards of law enforcement in New Jersey will be maintained. You have my congratulations and thanks for a job well done.

Jimmy Carter



PLEASE ADDRESS ALL MAIL TO  
UNITED STATES ATTORNEY  
NEWARK, N. J. 07102  
AND REFER TO

JLG:fdf

United States Department of Justice

UNITED STATES ATTORNEY  
FOR THE DISTRICT OF NEW JERSEY  
NEWARK, NEW JERSEY 07102

*Bcc reply to  
Atty Gen  
also cc Mr. C*

September 12, 1977

Honorable Jimmy Carter  
President of the United States  
The White House  
Washington, D.C. 20500

Dear President Carter:

I have been advised by Associate Attorney General Michael J. Egan that you and Attorney General Griffin B. Bell desire my resignation from the Office of United States Attorney for the District of New Jersey.

In communicating the Administration's desire that I resign, Mr. Egan made it clear that the request was not prompted by any dissatisfaction with my performance. Indeed, it is clear that the Department of Justice is thoroughly satisfied with my performance. Attorney General Bell has publicly expressed his satisfaction and Associate Attorney General Egan has publicly stated that the United States Attorney's Office in New Jersey is first-rate and one of the very best in the United States. Moreover, Mr. Egan has also informed me that, but for Senator Harrison A. Williams' insistent and repeated demands that I be replaced, the Department of Justice was prepared, based on its assessment of my record and that of this Office, to recommend my retention as United States Attorney.

Thus, despite that assessment based on the record I have compiled during a twelve year professional career which commenced with my selection for the Department's Honors Program upon my graduation from law school and which continued in positions of increasing responsibility during two Democratic and two Republican administrations and despite my having completed all but nine months of my four year term as an independent, non-political United States Attorney, you and Attorney General Bell have determined that my record of accomplishment on behalf of the United States must give way to the dictates of politics.

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for Preservation Purposes



Honorable Jimmy Carter

September 12, 1977

Clearly, by virtue of the United States Constitution and statutes enacted thereunder, the President of the United States is vested with the responsibility for the nomination and appointment of United States Attorneys, as well as the power to remove United States Attorneys be the reason political or otherwise. Because there can be no effective law enforcement on the national level unless United States Attorneys receive full support from the President and the Attorney General and because you have requested my resignation in order that you may nominate a successor, I hereby tender my resignation effective upon the confirmation and appointment of my successor.

In tendering my resignation at this time, I wish my reasons for doing so to be clearly understood.

During your election campaign and thereafter, repeated statements were made by you and by members of your Administration which led the public to believe that merit selection and not the widely criticized tradition of political patronage would be the standard utilized by your Administration in the selection of United States Attorneys. Based on my belief that a merit selection system is essential if we are to have effective law enforcement in this country and based further on my belief that my professional record with the Department of Justice warranted my retention on a merit basis, I determined not to resign unless it became clear that the commitment to merit selection was nothing more than campaign rhetoric.

Shortly before your inauguration, it appeared that your Administration was prepared to implement the merit selection process that had been promised in your campaign. Attorney General Bell formally reaffirmed your commitment and his to such a merit selection system in his testimony before the Senate Judiciary Committee, which was then considering whether to recommend his confirmation to the United States Senate. His testimony included the following:

Question: ...Would you mind telling us your plans with regard to those U.S. Attorneys currently serving who you find have been doing an outstanding



Honorable Jimmy Carter

September 12, 1977

job and whose terms have not expired? Would you retain them until the expiration of their terms, or would you seek to remove them from office prior to the expiration of their terms regardless of the caliber of their service?

Answer: ...I happen to understand, with Governor Carter that, if I am to be the Attorney General, we want to professionalize the Department of Justice. We want to de-politicize it to the extent possible. Otherwise, I would not care to be the Attorney General; he would not care for me to be the Attorney General, either. His ideas and mine are the same on that.

If there is a United States Attorney who warrants retention on the merit system ... we would certainly give thought to retaining them. Otherwise, we would not be putting in a merit system.

Question: In other words, as I understand your position, if a U.S. Attorney has made a competent and meritorious record as U.S. Attorney, and if he desires to be retained, then you would give most careful consideration to him?

Answer: That is exactly right.

Attorney General Bell also stated to the Judiciary Committee that he had begun to implement his proposed program by requesting that the then Deputy Attorney General, Harold R. Tyler, Jr., inform all incumbent United States Attorneys that, if they wished to be considered for retention on a merit basis, they should so advise Attorney General Bell. Having been so informed that United States Attorneys would be considered for retention by your Administration on a merit basis, I wrote a letter on February 3, 1977 to Attorney General Bell, a copy of which is annexed hereto.

Thereafter, I was invited to come to Washington to discuss my retention with Attorney General Bell. Although



Honorable Jimmy Carter

September 12, 1977

the Attorney General met with me briefly, I met for a lengthier period of time with Associate Attorney General Egan. In that meeting, Mr. Egan unequivocally advised me that the Administration regarded the United States Attorney's Office for the District of New Jersey as one of the best law enforcement components within the Department of Justice and that it was the Administration's desire to emulate its accomplishments on a nationwide basis.

Subsequent to my meetings in Washington, I was informed that the Department of Justice was seriously considering formally recommending to you that certain United States Attorneys, myself included, be retained, based on their respective records of accomplishments.

Thereafter, however, in early April, Senator Williams submitted a list of six proposed replacements to the Attorney General and, in his public statements, as well as in letters to his constituents, Senator Williams represented that the Attorney General had requested that such a list be submitted. The Justice Department advised me that this was not so, but rather that Senator Williams had demanded that I be replaced and that the Attorney General had agreed to review any recommendations passed along by the Senator.

Senator Williams, in demanding my replacement, did not do so on the basis of any disagreement by him with the assessment of my performance which had been made by the Department of Justice. Indeed, he has never publicly expressed any criticism whatever of my performance or that of this Office under my leadership and has, at all times, refused to acknowledge publicly his role in procuring my removal from this Office. As the annexed constituent letters indicate, he has sought to minimize his involvement in the decisional process and to create the illusion that I have been asked to resign because the Department of Justice has concluded that the interests of effective law enforcement would best be served by replacing a "political" United States Attorney, namely myself, by one who would conduct this Office in the non-political tradition of the late District Attorney of New York County, Frank Hogan.



Honorable Jimmy Carter

September 12, 1977

Shortly after Senator Williams submitted his proposed names, I was advised by Associate Attorney General Egan that, although the Attorney General was satisfied with my accomplishments as United States Attorney, it was likely that the position of United States Attorney for the District of New Jersey would be determined not on merit but by Senatorial prerogative because the Attorney General had received a confidential White House memorandum directing each cabinet officer to honor patronage requests from Democratic Senators and Representatives.

Although, as a result of that confidential memorandum, it was clear within the Department of Justice that the merit selection concept you had promised would, in all likelihood, not be implemented at that time or in the immediate future, Attorney General Bell continued to reaffirm publicly the commitment of your Administration to the concept that it was vital to effective law enforcement that United States Attorneys be selected on a merit basis. In addressing the prestigious American Law Institute, Attorney General Bell stated:

The critical problem with the political patronage system as it now operates is that many qualified candidates are discouraged from applying or are overlooked because they are not friends or close political supporters of the various Senators ...

The problem is acute in the United States Attorney selection process. The law places the nomination responsibility and power with the President. The power to advise and consent rests with the Senate. In practice, however, the Senate proposes and the President advises and consents ...

I think the time has come to return, in the nomination and confirmation of United States Attorneys, to the express constitutional and statutory framework. I do not see how we can be serious about fighting crime unless we select the best available lawyers as United States Attorneys ...



Honorable Jimmy Carter

September 12, 1977

And then, a week later, in addressing the District of Columbia Circuit Judicial Conference, Attorney General Bell further stated:

We must likewise move to improve the selection of United States Attorneys . . . If we are really serious about fighting crime nationally, we need to be more serious about selecting United States Attorneys.

Although the likelihood of my replacement became apparent in late Spring, despite Attorney General Bell's continuing public statements in support of merit selection, I did not choose to resign at that time because my resignation would have withdrawn vital support from those who were fighting for the concept of merit selection. The record of accomplishment of this Office under my leadership was such that career professionals within the Department of Justice and other knowledgeable observers believed that my retention or replacement would constitute the test case as to whether United States Attorneys would be selected and retained on a merit basis.

Had I resigned without being asked to do so, my resignation would not only have signified a lack of desire on my part to fight for a concept in which I firmly believe, but also would have permitted both the Administration and Senator Williams to avoid the necessity of explaining why I had not been retained, given the Administration's public commitment to merit selection. By remaining in office until asked to resign, I have done all that I can to insure that the concept of merit selection which you espoused in your campaign and in which I firmly believe will be adopted if not now then at some future time.

At all times, beginning with my February 3 letter to Attorney General Bell, I have made it clear that, although I wished to be retained, my primary interest was one of insuring that my Office remain non-partisan, non-political and professional. Repeatedly I reaffirmed to the Department of Justice that overriding concern. When it became obvious that Senator Williams was unalterably opposed to my remaining in Office, I offered to remove myself from consideration if that would assist the Department of Justice in implementing a bona fide merit selection process.



Honorable Jimmy Carter

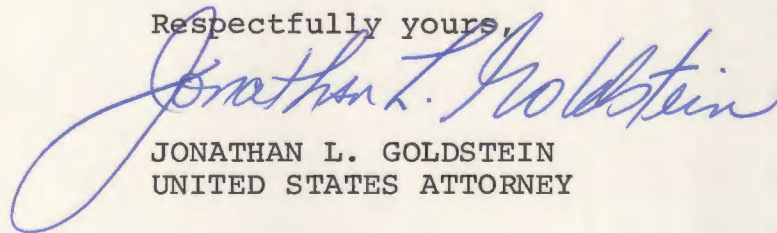
September 12, 1977

Your decision to ask for my resignation, I must regretfully conclude, can only be interpreted as demonstrating that your Administration is either unable or unwilling to fulfill its public commitment to merit selection. The irony of your decision is that while I have been asked to resign for purely political reasons, the professionals in the Justice Department have been encouraging your newly appointed United States Attorneys to contact me and my staff for direction on how to organize and operate an effective United States Attorney's Office.

In leaving the Department of Justice to which I have devoted my entire professional career, I look back on what have been some of the most satisfying and fulfilling experiences in my life. I leave the Department proud of my accomplishments and proud of the professional men and women with whom I have had the opportunity to serve.

In my judgment, there is no higher calling than public service and I will be ever grateful for the opportunity afforded to me to serve the people of this State and our Nation during the past twelve years. I wish you and your Administration every success in the difficult tasks which confront you. At the same time I urge you, in discharging those difficult tasks, to recommit your Administration to the principle of non-political meritorious appointment of our Federal law enforcement officials. Further compromise on this issue is certain to redound to the disadvantage of our great Nation.

Respectfully yours,



JONATHAN L. GOLDSTEIN  
UNITED STATES ATTORNEY

enc.

PLEASE ADDRESS ALL MAIL TO  
UNITED STATES ATTORNEY  
NEWARK, N. J. 07102  
AND REFER TO

JLG:ns

United States Department of Justice

UNITED STATES ATTORNEY

FOR THE DISTRICT OF NEW JERSEY

NEWARK, NEW JERSEY 07102

February 3, 1977

Honorable Griffin B. Bell  
Attorney General of the United States  
Department of Justice  
Washington, D.C. 20530

Dear Attorney General Bell:

I wish to extend my congratulations and best wishes to you upon your assumption of the office of Attorney General of the United States. I look forward to your success in this most critical and demanding office and I stand ready to assist you in discharging your weighty responsibilities.

I am most impressed by President Carter's position and yours concerning the standards to be utilized by the Administration in selecting Federal Judges and United States Attorneys. As one who has spent his entire professional career in the United States Department of Justice, having been recruited into the Department of Justice directly from law school in 1965 by the Department's Honors Program, I was pleased that the President and the Attorney General have publicly endorsed the concept that the administration of justice is too vital a function to be encumbered by a selection process for judicial and prosecutive appointments which places greater emphasis on partisan political considerations than on demonstrated professional competence.

President Carter's public statements and your statements to the United States Senate indicating that it will be your policy to consider for retention on the basis of merit those United States Attorneys who have capably discharged their duties represents a welcome departure from the questionable tradition of the wholesale replacement of United States Attorneys following the election of a President of a different political party than his predecessor. By abandoning this





questionable tradition, a giant step will have been taken toward improving the quality of the administration of justice in this country.

In the District of New Jersey, the advantages of a merit selection process over a selection process which accords priority to partisan political considerations have been convincingly demonstrated by events of the past seven years.

In 1969, when I transferred from the Criminal Division of the Department of Justice to become Chief of the Criminal Division in the United States Attorney's Office, New Jersey was universally viewed as one of the more corrupt states, if not the most corrupt state, in the nation. In September of that year, Frederick B. Lacey, now a United States District Judge, was appointed United States Attorney. Prior to 1969, it was purely partisan political considerations that played the dominant role in the selection of Assistant United States Attorneys in this District. No attorney, no matter how capable, could secure a position in this Office unless his appointment was recommended or approved by his county political chairman.

When Judge Lacey assumed office, he instituted a selection process for Assistant United States Attorneys based solely on merit. Political affiliations played no role in the selection process. He selected Herbert J. Stern, now also a United States District Judge, to be the First Assistant and I was selected to be the Chief of the Criminal Division. At the time those selections were made, Judge Stern and I were Justice Department attorneys assigned to the Organized Crime Section of the Criminal Division, having served under Attorneys General Nicholas deB. Katzenbach and Ramsey Clark. We had no political affiliations with either party, and, indeed, were not even residents of New Jersey.

Other Assistants were recruited to the United States Attorney's Office from distinguished law firms in this State and elsewhere solely on the basis of their professional ability and the Office embarked on a program which elevated investigations and prosecutions of organized crime leaders and corrupt public officials to the highest priority. The results are history.



During the next seven years, there ensued a series of investigations and prosecutions by the United States Attorney's Office for the District of New Jersey, which resulted in conviction after conviction of scores of corrupt major public officials from both political parties at the municipal, county, state and federal levels. Among those prosecuted were two United States Congressmen, two Secretaries of State, two State Treasurers, the President of the State Senate, the Speaker of the State Assembly, the State Chairmen of both the Republican and Democratic parties, and twelve Mayors, including those of the two largest cities in the State.

When it became apparent that our Office was being conducted on a non-partisan, professional basis, and was pursuing investigations and prosecutions of significant criminal activity with vigor and ability, the public learned that it could obtain redress against corrupt activities by coming forward to our Office. Political leaders learned that investigations and prosecutions could not be aborted by strategic telephone calls or personal contacts. Defense attorneys learned that the government could not be "out-gunned" in the courtroom. Finally, we were deluged with applications for employment from outstanding attorneys from throughout the country.

Because this Office has demonstrated that a non-partisan United States Attorney's Office can attract high caliber attorneys, can achieve significant results, and can generate citizen confidence in its law enforcement efforts, we have received consistent support from the leaders of public opinion in New Jersey, as the accompanying editorials and articles demonstrate.

Within the Department, the performance of our Office is well known. We have been regularly consulted by other United States Attorneys' Offices in connection with difficult investigations and prosecutions. Just one notable example is reflected by the public credit which former United States Attorney George Beall of Maryland gave this Office for our assistance in his investigation into corruption in Baltimore County which led to the conviction and resignation of the former Vice President of the United States.



February 3, 1977

Our Assistants have received numerous commendations and awards from the Department of Justice for their performance in significant and demanding prosecutions and our Office is regularly looked to for assistance in filling instructors' posts in the various programs administered by the Attorney General's Advocacy Institute.

This success was achieved because a commitment to excellence was made. When Judge Lacey was appointed to the Federal bench, his successor as United States Attorney was his then First Assistant, now Judge Stern. When Judge Stern was appointed to the bench, I was serving as First Assistant and was appointed to my present position in June, 1974. Obviously, neither Judge Stern's appointment nor mine could be characterized as partisan political appointments. They were appointments made to maintain the continuity of excellence which the Office has demonstrated.

It is in this context that I write in response to your request that incumbent United States Attorneys advise you whether they wish to remain in their positions. I do wish to remain and request that I be considered for retention as United States Attorney in this District because I believe that my record and the record of my Office amply justify my retention. I recognize that no individual has a vested right in any public office. It is not my desire to cling arbitrarily to this Office for the remaining 17 months of my term, or thereafter. I do, however, desire to insure that the Office which I represent remain non-partisan, non-political, and professional. I do seek for the people of New Jersey, and for the young men and women of this Office who have so freely given of themselves, continuity in excellence, independence and freedom, to pursue meaningful prosecutions. If it be President Carter's view and yours that I am the appropriate person to represent this Administration as United States Attorney for the District of New Jersey, I am prepared to commit myself with vigor to the implementation of the law enforcement programs of the Administration.

I request an opportunity to meet with you at your earliest convenience to discuss the matter in greater depth. In the meantime, if I may be of any assistance to you, please do not hesitate to call upon me.

Respectfully,

Jonathan L. Goldstein  
United States Attorney

Encs.

HARRISON A. WILLIAMS, JR., N.J., CHAIRMAN  
JENNINGS RANDOLPH, W. VA.  
CLAIBORNE PELL, R.I.  
EDWARD M. KENNEDY, MASS.  
GAYLORD NELSON, WIS.  
WALTER F. MONDALE, MINN.  
THOMAS F. EAGLETON, MO.  
ALAN CRANSTON, CALIF.  
WILLIAM D. HATHAWAY, MAINE  
SOHN A. DURKIN, N.H.  
JACOB K. JAVITS, N.Y.  
RICHARD S. SCHWEIKER, PA.  
ROBERT TAFT, JR., OHIO  
J. GLENN BEALL, JR., MD.  
ROBERT T. STAFFORD, VT.  
PAUL LAXALT, NEV.

DONALD ELISBURG, GENERAL COUNSEL  
MARJORIE M. WHITTAKER, CHIEF CLERK

## United States Senate

COMMITTEE ON  
LABOR AND PUBLIC WELFARE  
WASHINGTON, D.C. 20510

Thank you for your letter concerning the United States Attorney for New Jersey.

I appreciate your taking the time to bring your views to my attention. As you know, the final decision in this matter will be made by the Attorney General and the President.

With best wishes,

Sincerely,

  
Harrison A. Williams, Jr.

HAW:wrsf



HARRISON A. WILLIAMS, JR., N.J., CHAIRMAN  
JENNINGS RANDOLPH, W. VA.  
CLAIBORNE PELL, R.I.  
EDWARD M. KENNEDY, MASS.  
GAYLORD NELSON, WIS.  
THOMAS F. EAGLETON, MO.  
ALAN CRANSTON, CALIF.  
WILLIAM D. HATHAWAY, MAINE  
DONALD W. RIEGLE, JR., MICH.  
JACOB K. JAVITS, N.Y.  
RICHARD S. SCHWEIKER, PA.  
ROBERT T. STAFFORD, VT.  
JOHN H. CHAFEE, R.I.  
ORRIN G. HATCH, UTAH  
S. I. HAYAKAWA, CALIF.

## United States Senate

COMMITTEE ON HUMAN RESOURCES  
WASHINGTON, D.C. 20510

I appreciate your taking the time to write concerning your feelings about Jonathan L. Goldstein.

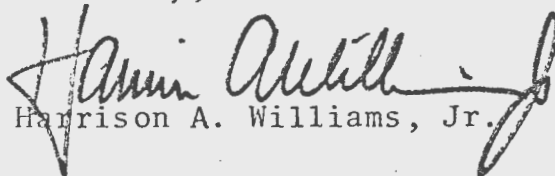
As an attorney, I am sure you are aware of the distinction drawn between positions like that of judge and that of United States Attorney. Historically, it has been felt that United States Attorneys are in the front line of implementing the efforts of a President to combat crime and thus they should be persons who will accurately reflect the policies of the President.

There is significant sentiment for changes in the basic system of appointing United States Attorneys, and I am sure that this is a matter which will receive substantial study from this Administration.

Meanwhile, the Attorney General has indicated that Mr. Goldstein will be considered for retention while at the same time, he requested, and I complied, the submission of additional names.

With warmest regards,

Sincerely,

  
Harrison A. Williams, Jr.

HAW:wrsf

# United States Senate

WASHINGTON, D.C. 20510

Thank you for your letter concerning the United States Attorney's office in New Jersey.

I feel that it is important to pass along some of the history of this situation. Earlier this year, I met with United States Attorney General Griffin Bell who told me that any incumbents who wished to remain as United States Attorneys would be considered while at the same time he invited me to submit additional names for consideration. I responded by submitting seven names. The Attorney General subsequently indicated that any persons being considered to replace incumbents should be "as good as or better" than the incumbents. The Justice Department has made it quite clear that they regard the people I submitted as meeting that test.

Some of those on my list were persons with whom I was familiar, while others I had not met prior to starting the selection process. Because I am not involved in the practice of law, I felt it would be presumptuous of me to select a single candidate, and thus have left the selection process to the Department of Justice. While Mr. Goldstein's appointment was a political one, I might point out that in making my nominations, I did not inquire into the politics of a single candidate.

My criteria were merit and ability. Overall, it is my desire to see that the United States Attorney's office in New Jersey functions very much in the same fashion as the New York City office did under the late Frank Hogan.

With warmest regards,

Sincerely,

  
Harrison A. Williams, Jr.

HAW:wr



THE WHITE HOUSE  
WASHINGTON

September 13, 1977

Tim Kraft

The attached was returned in  
the President's outbox. It is  
forwarded to you for appropriate  
handling.

Rick Hutcheson

cc: Hamilton Jordan

RE: U.S. JAYCEES VISIT ON PANAMA  
CANAL

THE WHITE HOUSE  
WASHINGTON

<input type="checkbox"/>	FOR STAFFING
<input type="checkbox"/>	FOR INFORMATION
<input checked="" type="checkbox"/>	FROM PRESIDENT'S OUTBOX
<input type="checkbox"/>	LOG IN/TO PRESIDENT TODAY
<input type="checkbox"/>	IMMEDIATE TURNAROUND

ACTION  
FYI

<input type="checkbox"/>	MONDALE
<input type="checkbox"/>	COSTANZA
<input type="checkbox"/>	EIZENSTAT
<input checked="" type="checkbox"/>	JORDAN
<input type="checkbox"/>	LIPSHUTZ
<input type="checkbox"/>	MOORE
<input type="checkbox"/>	POWELL
<input type="checkbox"/>	WATSON
<input type="checkbox"/>	LANCE
<input type="checkbox"/>	SCHULTZE

<input type="checkbox"/>	ENROLLED BILL
<input type="checkbox"/>	AGENCY REPORT
<input type="checkbox"/>	CAB DECISION
<input type="checkbox"/>	EXECUTIVE ORDER
	Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

<input type="checkbox"/>	ARAGON
<input type="checkbox"/>	BOURNE
<input type="checkbox"/>	BRZEZINSKI
<input type="checkbox"/>	BUTLER
<input type="checkbox"/>	CARP
<input type="checkbox"/>	H. CARTER
<input type="checkbox"/>	CLOUGH
<input type="checkbox"/>	FALLOWS
<input type="checkbox"/>	FIRST LADY
<input type="checkbox"/>	HARDEN
<input type="checkbox"/>	HUTCHESON
<input type="checkbox"/>	JAGODA
<input type="checkbox"/>	KING

<input checked="" type="checkbox"/>	KRAFT
<input type="checkbox"/>	LINDER
<input type="checkbox"/>	MITCHELL
<input type="checkbox"/>	MOE
<input type="checkbox"/>	PETERSON
<input type="checkbox"/>	PETTIGREW
<input type="checkbox"/>	POSTON
<input type="checkbox"/>	PRESS
<input type="checkbox"/>	SCHLESINGER
<input type="checkbox"/>	SCHNEIDERS
<input type="checkbox"/>	STRAUSS
<input type="checkbox"/>	VOORDE
<input type="checkbox"/>	WARREN



THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

September 12, 1977

ok  
J

MEMORANDUM FOR THE PRESIDENT

FROM:

HAMILTON JORDAN *HJ*

SUBJECT:

Panama Briefing--U.S. Jaycees

On Friday, September 16, the Board of Trustees and the Executive Committee of the U.S. Jaycees will be provided a briefing on the Panama Canal treaty here at the White House between 2:00 and 4:00 p.m. Bob Rushton, National President of the Jaycees, has indicated a strong interest in having his organization support the Administration in the ratification effort. He has expressed confidence that the Jaycees will be able to formally adopt a position supporting the Administration subsequent to the briefing.

Because of the size of this organization (8500 chapters; 350,000 members) and the character of the organization, it will be the first major business group to formally endorse the treaty. Although we are arranging a comprehensive briefing for this group, your presence there, either for a drop-by to say hello (five minutes) or a briefing by you (fifteen minutes), would help tremendously to ensure a favorable resolution from the group. The Friday program is scheduled in such a way that you could appear at anytime you might be available between two and four. Ideally, it would be right at the close of the session as you have done in the case of the State briefings. (The endorsement of this group could be especially significant in light of the fact that Rushton would like to have the membership undertake a letter-writing effort on behalf of the treaty).

*PS*  
~~CONFIDENTIAL~~  
~~ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED~~  
~~DATE 10/1/81 BY SP-6 [illegible]~~

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for Preservation Purposes

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THE WHITE HOUSE  
WASHINGTON

SEPTEMBER 13, 1977

MR. PRESIDENT:

YOU HAVE THREE APPOINTMENTS

AFTER LUNCH, THE LAST BEING JACK

ANDERSON AT 2:30 P.M. FOR

30 MINUTES.

T.K.

*brief visit  
ok  
J.C.*

**Electrostatic Copy Made  
for Preservation Purposes**



THE WHITE HOUSE  
WASHINGTON

September 13, 1977

Landon Butler

The attached was returned  
in the President's outbox  
today and is forwarded to you  
for appropriate handling.

Rick Hutcheson

cc: HANDWRITTEN NOTE ON JOB  
FOR DON COX

THE WHITE HOUSE  
WASHINGTON

9-13-77

To London Butler

What has been/can be  
done re a job for  
Don Cox of Ky?

J.C.



Electrostatic Copy Made  
for Preservation Purposes

THE PRESIDENT HAS SEEN.

7:00 p.m.

THE WHITE HOUSE

WASHINGTON

September 13, 1977

C

*Mrs. Long's name is Carolyn*

DINNER WITH SENATOR AND MRS. RUSSELL LONG

Tuesday, September 13, 1977

7:00 p.m.

The Residence

FROM: STU EIZENSTAT  
FRANK MOORE

*by Mary  
Fm.*

This memorandum incorporates materials which we have received from Secretaries Schlesinger and Califano.

I. BACKGROUND

Senator Long's Finance Committee has jurisdiction over many of the Administration's key initiatives (energy taxes, Social Security, Hospital Cost Containment, Welfare, Tax Reform, National Health Insurance).

II. TALKING POINTS

A. Energy - The House-passed energy bill contains:

- A wellhead tax with a one-year per capita adult rebate
- Gas Guzzler tax
- Utility Rate Reform
- Residential and business conservation tax credits
- Solar and geothermal credits
- Oil and gas coal conversion use taxes
- Natural gas de-regulation

The major area of disappointment relates to the reduced levels of taxation and the exemptions in the oil and natural gas users tax, dropping the projected savings from 3.3 million barrels per day to 1.0 to 1.4 million barrels per day of oil equivalent.

In testimony before Senator Long's Finance Committee, the Secretaries of Energy and Treasury have urged strengthening of the oil and gas users tax (to achieve savings of

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THE WHITE HOUSE

WASHINGTON

September 13, 1977

DINNER WITH SENATOR AND MRS. RUSSELL LONG

Tuesday, September 13, 1977

7:00 p.m.

The Residence

FROM:

STU EIZENSTAT  
FRANK MOORE

*by Harp  
F.M.*

This memorandum incorporates materials which we have received from Secretaries Schlesinger and Califano.

I. BACKGROUND

Senator Long's Finance Committee has jurisdiction over many of the Administration's key initiatives (energy taxes, Social Security, Hospital Cost Containment, Welfare, Tax Reform, National Health Insurance).

II. TALKING POINTS

A. Energy - The House-passed energy bill contains:

- A wellhead tax with a one-year per capita adult<sup>58</sup> rebate
- Gas Guzzler tax
- Utility Rate Reform
- Residential and business conservation tax credits
- Solar and geothermal credits
- Oil and gas coal conversion use taxes
- Natural gas de-regulation

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